



AMC I&SA FY 97 LESSONS LEARNED

INTRODUCTION

1. We prepare the AMC I&SA Lessons Learned annually in an effort to improve our service to you. It provides a functional summary of major observations resulting from our construction program oversight, technical assistance visits, and from the following assistance/compliance reviews:

- a. Facilities Engineering/Energy Programs Reviews.
- b. Environmental Compliance Assessment System Reviews.
- c. Command Equipment Management Program Reviews/Equipment Survey Program.
- d. Administrative Transport Management Surveys.
- e. Command Supply Management Reviews.
- f. Natural Resources Program Reviews.
- g. Food Service Program Management Reviews.
- h. Fire Protection Operational Readiness Inspections.

2. The AMC I&SA Lessons Learned covers our three major functional areas of Facilities Engineering, Environment, and Installation Logistics. We provide points of contact for each issue discussed so that you can obtain more information, if required.

3. If you desire additional copies of this document, contact Ms. Swift, AMXEN, DSN 793-5536, or Email jswift@ria-emh2.army.mil. You can also access the FY 97 Lessons Learned on our Home Page at <http://www.ria.army.mil/isa>.

AMC I&SA FY 97 LESSONS LEARNED (cont)

FACILITIES ENGINEERING

1. SUBJECT: TN 420-10-01, Facilities Engineering Directorate of Engineering and Housing Resource Management System, 1 Nov 91, expired.



a. ISSUE: Installations are making reference to TN 420-10-01, now expired.

b. DISCUSSION: DA Pam 420-6, Facilities Engineering Directorate of Public Works Resource Management System, 15 May 97, superseded TN 420-10-01. Installations must use the new DA Pam 420-6 as the reference.

c. POC: N. Yerra/AMXEN-C/DSN 793-8290

2. SUBJECT: Service Order (SO) Duplications.



a. ISSUE: In-house developed or contractor developed Work Management (WM) systems did not identify duplicate SOs.

b. DISCUSSION:

(1) The U.S. Army Materiel Command's (AMC's) non-Integrated Facilities System Mini/Micro (IFS-M) Government-Owned, Government-Operated (GOGO) sites had in-house-developed or contractor-developed WM Systems to track SOs. The system did not identify any duplicates received by the SO clerk. The Directorate of Public Works (DPW) relied mainly on the SO clerk's memory to identify these duplicates. Often requesters call the SO clerk more than once for the same service call, but with slightly altered work descriptions.

(2) A simple SO report with the following fields and sequence - Facility number, SO number, Description of work, SO date, and Shop - will list all SO orders by facility. The SO clerk should look at this report at least once a week to look for duplicates and delete them from their WM system. The same report will identify facilities with recurring SO calls. The SOs, emergency in nature, cost the DPW more money than planned Individual Job Orders (IJOs).

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(3) Recurring service calls on a given facility alert these non-IFS-M GOGO sites to take corrective measures (such as using an IJO to do all these recurring service calls), and thus allowing the DPW to have better control over SO work accomplished.

c. POC: N. Yerra/AMXEN-C/DSN 793-8290

3. SUBJECT: Incomplete Project Documentation.

a. ISSUE: Installations did not maintain minimum required project documentation in project folders.



b. DISCUSSION:

(1) AR 420-10, Management of Installation Directorates of Public Works, 15 Apr 97, paragraph 4-10, Real Property facilities project files, prescribes the requirements for project documentation. Each file should represent a complete historical record of a project from inception to filing of actual costs incurred.

(2) Following are some of the required documents: DA Form(s) 4283 (Facilities Engineering Work Request with supporting DA Form(s) 4284 (Facilities Engineering Work Order) and DA Form(s) 2702 (Bill Of Materials (BOM)), record of estimates, justification for the project, identification of estimators, identification of funded and unfunded costs.

(3) Some of the installations did not include in project folders BOMs where required, cost estimates, actual cost data, and reasons for big variations in actual versus estimated values to justify project costs.

c. POC: N. Yerra/AMXEN-C/DSN 793-8290.

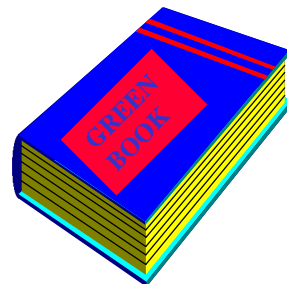
4. SUBJECT: Development of Military Construction, Army (MCA) Projects and DD Form 1391, Dec 76, FY XX, Military Construction Project Data (LRA).

a. ISSUE: Installations must assure that they develop MCA projects that meet the intended mission. Once the DD Form 1391 is incorporated into the Green Book, changes are very difficult to make.

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b. DISCUSSION:

(1) The more effort put into a DD Form 1391, the better the project should turn out, and fewer difficulties should arise during the design phase. The DD Form 1391 that goes into the Green Book is part of the MCA authorization bill, and in effect, becomes law. Changes are difficult and limited, especially if there is a need for additional funds. It is important to work with the installation functional people to determine what they really need. This is often hard to do, but is necessary to provide a project that will serve their needs.



(2) By keeping the DD Form 1391 front pages as flexible as possible, you can sometimes allow yourself latitude on facilities sizing. If you are building two facilities that are similar, simply show the total square footage or capacity on the DD Form 1391. Then you can split the square footage between the two of them, only adhering to the total. Otherwise, if you show each individually, you will limit yourself to those numbers. In short, don't tie your hands any more than necessary in the DD Form 1391 front pages.

c. POC: C. Reindl/AMXEN-C/DSN 793-8264

5. SUBJECT: Vertical Alignment Tolerances and Proper Sequence in Construction of Railroad Crossings.

a. ISSUE: When a project includes railroad track raising as well as new crossings, ensure that the contractor completes the track raise prior to installation of the crossings.

b. DISCUSSION:

(1) In one case a subcontractor installed new asphalt cement concrete crossings prior to the prime contractors raising the track. We believe that the crossing work was done at this time because of the impending winter shutdown of the local asphalt plants, but should have waited until the following spring. When the prime contractor raised the track on either side of the crossings, he created a kink in the vertical profile. Train speeds could not exceed 5 mph without danger of the cars uncoupling.

(2) The specifications allowed so much vertical deviation that the rail was still within specification and the contractor received additional funds to correct the

AMC I&SA FY 97 LESSONS LEARNED (cont)

problems. The Corps revised the railroad specifications to prevent such a problem in the future.

c. POC: C. Reindl /AMXEN-C/DSN 793-8264.

6. SUBJECT: AMC Reinvention Status Used to Expand Job Order Contracting (JOC) Capabilities



a. ISSUE: An AMC JOC site is testing a unique Unit Price Book (UPB).

b. DISCUSSION:

(1) For the last 4 years, an AMC installation has been undergoing a test within their JOC function. Written approval by AMC I&SA permitted them to use an alternative UPB in executing their JOC. Outside of the Army National Guard, AMC was the only Major Army Command (MACOM) using a UPB other than the National UPB produced by the U.S. Army Center for Public Works. Shortly after AMC I&SA issued written permission for this deviation to established Army practice, the Army's Assistant Chief of Staff for Installation Management (ACSIM) issued a policy memorandum formally mandating use of the National UPB.

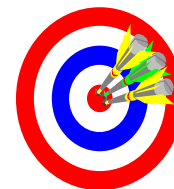
(2) In the 2d Quarter of FY 97, the AMC installation contacted AMC I&SA requesting permission to retain their Commercial Off-The-Shelf (COTS) UPB. They cited benefits of reduced initial costs, annual updates, greater contractor competition (due to industry-wide familiarity with R. S. Means estimating products), free hot-line support, regionalized costs (that didn't need further installation tailoring), and more line items (over 40,000).

(3) AMC I&SA began examining the practices of the other services and found the Navy, NASA, and Air Force heavily dependent on various R.S. Means, Inc. based COTS UPB softwares. To resolve this conflict and allow the AMC installation and other AMC JOC sites to use alternative UPBs, AMC I&SA tapped into AMC's status as a Defense Reinvention Center and prepared a waiver to Army policy. That waiver was approved on 4 Sep 97; it affords any AMC JOC site the latitude to use whatever UPB best suits their local needs.

c. POC: K. Krambeck/AMXEN-C/DSN 793-8291.

AMC I&SA FY 97 LESSONS LEARNED (cont)

7. SUBJECT: Real Property Site Visits Improve Real Property Inventory (RPI) Accuracy.



a. ISSUE: AMC I&SA is working to improve installation RPI accuracy.

b. DISCUSSION:

(1) AMC I&SA, U.S. Army Chemical and Biological Defense Command (CBDCOM), U.S. Army Industrial Operations Command (IOC), and Tooele Army Depot teamed during 4th Qtr FY 97 to perform two site visits. We plan to perform a third visit in Nov 97. The purposes of the site visits were to:

(a) Perform a 100 percent RPI validation as we transfer the “chemical depots” from the IOC to CBDCOM. Areas of interest include:

- Assignment of facilities, including updating Unit Identification Code table.
- Reporting vacant facilities.
- Creating disposal records.
- Design use category codes, including AR 415-28, 10 Oct 96, Real Property Category Codes, category code conversion correction.
- Reporting of Nonappropriated Costs.

(b) Instructing the newly assigned Real Property Accountable Officers in “how to” perform their function, including “how to” access the IFS-M RPI module and make appropriate changes.

(c) Incorporating appropriate RPI corrections in the installations IFS-M RPI database.

(2) All attendees relayed the positive results of such visits. The CBDCOM feels they will have a more accurate RPI to help them with future decision making. Additionally, as ACSIM continues to find new ways to use the RPI information, the trips allowed all of the attendees to focus on current ACSIM and AMC initiatives.

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d. POC: K. Terrill/G. Troyer/AMXEN-C/DSN 793-5646/8297.
8. SUBJECT: IFS-M and Real Property Standalone (RPS) RPI Tri-folds.

a. ISSUE: Installations conveyed their confusion in entering changes into IFS-M and RPS systems.



b. DISCUSSION:

(1) The AMC Deputy Chief of Staff for Engineering, Housing, Environment, and Installation Logistics (DCSEHE&IL) and AMC I&SA hosted a Real Estate/Real Property Management Workshop (RE/RPMW), 4-8 Aug 97, in Rock Island, IL.

(2) AMC I&SA created tri-folds to assist installations in their day-to-day functions with the automated systems and provided them at the AMC RE/RPMW. The tri-folds provide screen-by-screen and field-by-field instructions for entering changes into IFS-M and RPS.

(3) Topics include: Creating a Capitalization Record; Entering Disposal Completion Information (for BRAC and Non-BRAC); and Correcting Real Property Utility Records. Installation RP personnel continue to express their appreciation for the tri-folds.

c. POC: G. Troyer/K. Terrill/AMXEN-C/DSN 793-8297/5646.

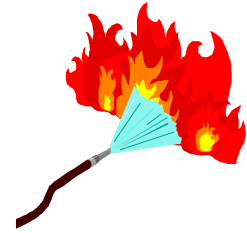
9. SUBJECT: "Draft" AR 415-28 Provided w/Real Property Prospect Course Handouts.

a. ISSUE: Installations may be using a version of "draft" AR 415-28, dated Apr 95, that contains invalid category codes and does NOT contain some valid category codes.

b. DISCUSSION: We recently discovered the copy of "draft" AR 415-28, dated Apr 95, which the Corps of Engineers provided at the FY 96 Real Property Management Course (#286), contains errors. As a point of reference, the correct version does NOT contain category code "21880" or "21883" or "21888". Additional discrepancies between the valid and invalid versions exist. The POCs below will provide the correct version upon request.

c. POC: K. Terrill/G. Troyer/AMXEN-C, DSN 793-5646/8297.

AMC I&SA FY 97 LESSONS LEARNED (cont)



10. SUBJECT: FY 97 AMC Fire Losses.

a. ISSUE: FY 97 AMC fire losses are the highest for any one year.

b. DISCUSSION: FY 97 AMC fires losses are approximately \$8M. This is the third year in a row where there has been an increase in the AMC dollar loss. Please note the following lessons learned (paragraph 11-15 below) to help alleviate this problem.

c. POC: K. Oehler/D. Reed/AMXEN-C/DSN 793-8260.

11. SUBJECT: Fire Prevention Programs.

a. ISSUE: Fire Prevention Programs are deteriorating.

b. DISCUSSION: This is a repeat lessons learned. At most AMC installations there are an insufficient number of fire inspectors. The lack of proper fire inspections is evident on practically all Fire Protection Operational Readiness Inspections (FPORI). This leads to a lack of inspection, testing, and maintenance of the fire protection systems, which protects AMC's employees, facilities, and equipment, vital to our nation's defense. The DODI 6055.6, DOD Fire and Emergency Services Program, specifies the fire prevention staffing levels.

c. POC: K. Oehler/D. Reed/AMXEN-C/DSN 793-8260.

12. SUBJECT: Fire Protection Systems.

a. ISSUE: Installations are neglecting fire protection systems.

b. DISCUSSION: Installations are not inspecting, testing, and maintaining fire protection systems at the prescribed intervals. Because of downsizing in the fire prevention area, these functions are given to the DPW (often contracted), with no required frequency or ill defined requirements. Allowing this condition to persist can lead to high dollar property losses or loss of life.

c. POC: K. Oehler/D. Reed/AMXEN-C/DSN 793-8260.

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13. SUBJECT: Building Sprinkler Systems.

a. ISSUE: Many AMC buildings lack adequate sprinkler protection.



b. DISCUSSION: Many AMC installation buildings do not have sprinkler systems. Also many installations are trying to circumvent the requirement for building sprinklers. because of the initial cost. This FY two large losses (each approximately \$2.5M) would have been minimized if there had been building sprinklers as now required by Department of Defense.

c. POC: K. Oehler/D. Reed/AMXEN-C/DSN 793-8260.

14. SUBJECT: Fire and Emergency Services (F&ES) Risk Analysis.

a. ISSUE: Installations are downsizing their F&ES without performing a risk analysis, and without requesting DOD waivers.

b. DISCUSSION: The new Army regulation requires installation commanders to conduct an F&ES risk analysis prior to any downsizing actions.

c. POC: K. Oehler/D. Reed/AMXEN-C/DSN 793-8260.

15. SUBJECT: Fire Hydrants.

a. ISSUE: Out-of-service fire hydrants are not being identified to fire departments.

b. DISCUSSION: There is a lack of communication between the fire department and the organization performing repair and maintenance on hydrants at some installations. Fire departments aren't being notified when hydrants are "taken out/put back in" service. Fire department's "out of service" boards aren't correctly identifying the hydrants status. This could be critical in an emergency situation.

c. POC: K. Oehler/D. Reed/AMXEN-C/DSN 793-8260.

AMC I&SA FY 97 LESSONS LEARNED (cont)

16. SUBJECT: Energy Savings Performance Contracting (ESPC).



a. ISSUE: Reduction in operating funds may influence the ability to cover the cost of the ESPC contract.

b. DISCUSSION:

(1) Typically, energy coordinators at installations coordinate the development of projects under the ESPC contract with utility companies or the Energy Savings Company (ESCO). When delivery orders are issued, contracting officers may not be aware of the fact that funding for the project may take several years.

(2) In today's environment, where reduced operating funds has become a reality, a funding nightmare may have been created. Some contracting officers may even relate this scenario to the Anti-deficiency Act. To assure proper funding, coordination between energy coordinators, contracting, and the engineering and installation budget offices is required for these contracts.

c. POC: J. Nache/AMXEN-C/DSN 793-4652.

17. SUBJECT: Revised Army DUERS Data System (RADDS) Reporting

a. ISSUE: Lack of reporting by AMC Installations causes difficulty in assembling the annual Major Subordinate Command (MSC) and MACOM Energy Report.

b. DISCUSSION: AMC I&SA is taking an active role to ensure that the RADDS is used to report energy consumption. The data provided by the installation is valuable in preparing the Annual Energy Report by the MACOM. Some AMC installations have been slow in reporting, or not reporting at all. This information is necessary, and it is very important that the installations are timely in their reporting. Nonreporting is not acceptable, and this must change. We at AMC I&SA can help you get back on track with your reporting.

c. POC: B. Reeves/AMXEN-C/DSN 793-8292; J. Nache/AMXEN-C/DSN 793-4652.

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18. SUBJECT: Army Strategic Mobility Project (ASMP) Design.

a. ISSUE: Cost saving ideas are identified for incorporation into ASMP projects.



b. DISCUSSION: Several projects are currently planned, programmed, and under design to meet the 30-day loading and shipping requirements during a major regional conflict. The ammunition container complex projects consist of an elevated covered stuffing/transfer dock with working area, office and break areas, staging area for MILVANS and trucks and road-rail access, and empty container storage areas. We can reduce the cost of these projects by incorporating the following general cost saving concepts into design.

(1) Facility Use: These facilities are generally designed to be used for a 30-day operational period, 24 hours per day. They are not intended for day-to-day operation, 365 days per year.

(2) Pavement Design: Pavements are designed based on vehicular traffic volume, type of vehicles, vehicular loads, etc. Accordingly, design the pavement thickness based on a 30-day operational requirement (24 hours/day), not on repetitive wheel loads for 365 consecutive days.

(3) Design of Staging Areas: If the facilities are not going to be used for daily operations, design the staging area with gravel base instead of concrete pavement. Remember we can always add gravel and regrade at the time of mobilization if needed.

(4) Container Repair Storage Areas: Design these facilities with gravel base instead of concrete or asphalt pavements. Double stack the MILVAN containers and reduce the storage area requirements by half.

(5) Grading (Flat versus Steep slope): If these facilities are to be site adapted on a hilly area, consider reducing earth/rock excavation quantities by providing a steeper grade (3 percent maximum slope) for the railroad siding access to the dock instead of incorporating a flat grade from the mainline. Also, we can increase the slope of the staging area to a maximum of 5 percent grade and reduce the cost of excavation. Note that flat grades (0-1 percent) will increase the excavation costs compared to steeper grades on a hilly area.

(6) Security Fencing: Most of the installations have a perimeter/security fence. An additional fence is not required for the container complex unless Category 2 items are handled during day-to-day operations at these facilities. If the facility is going to be

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used mainly during mobilization (30-day period), use of Military Police to secure Category 2 items might be economical compared to cost of building a fence for the entire complex.

(7) Fire Protection: Since ammunition items will not be processed at the main loading dock area and the structure is open on both sides with covered roof, a fire protection system is not required.

(8) Width of Ditch: Normally, we design the width of the ditch based on the design flood frequency. However, if the ditch had to be excavated in rock strata requiring steep slopes to minimize cost in hilly area, we need to evaluate the additional width required to hold the loose rocks falling from steep slopes. We need to evaluate the cost of widening the ditch to meet this requirement compared to cost of maintaining the ditch to clean loose rock.

c. POC: R. Penmatcha/AMXEN-C/DSN 793-8296.

19. SUBJECT: Fire Protection for Local Reuse Authority (LRA) Properties.

a. ISSUE: AMC fire departments can now execute reimbursement agreements with LRAs for fire protection.

b. DISCUSSION: HQ AMC is developing policy guidance allowing partial Base Realignment and Closure installations with fire departments to contract with the LRA for reimbursement of Fire Prevention and Protection services provided to LRA-controlled facilities by the Army. At this time, installations may enter into reimbursement agreements for fire protection of LRA buildings/properties.

c. POC: D. Reed/AMXEN-C/DSN 793-6138.

20. SUBJECT: Facility Maintenance - Breakdown vs. Preventative Maintenance (PM)

a. ISSUE: Installations are generally only performing breakdown maintenance.

b. DISCUSSION:

(1) All AMC installation operation and maintenance budgets have been greatly reduced and will continue to be targets for future reductions. Unfortunately, facility maintenance managers choose the least efficient use of these inadequate and dwindling maintenance dollars by only performing breakdown maintenance. This is a

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short term approach to facility management or a band aid approach that will only lead to catastrophic failure of the infrastructure.

(2) In actuality, breakdown maintenance is unplanned and more costly than scheduled maintenance. Without PM, breakdown or emergency maintenance will increase at increasing rates until there is a catastrophic system failure. Facility managers must start somewhere to develop a scheduled maintenance program in order to regain control of their facility.

(3) The PM allows the installation to plan its workload and procurement of repair parts. An established PM program will reduce breakdown maintenance in a direct relation to the PM effort. A well established PM program can reduce overall maintenance costs by 10 to 15 percent, extend the life of equipment and facilities, and prevent deterioration necessitating major emergency repairs.

c. POC: S. Podhurst/AMXEN-C/DSN 793-8295.

AMC I&SA FY 97 LESSONS LEARNED (cont)

ENVIRONMENT

1. SUBJECT: Pollution Prevention (P2) Success Stories.

a. ISSUE: Here are some great P2 winners. They win in the areas of cost savings, cost avoidance, and improved public relations. By reporting fewer chemicals in the annual Toxic Release Inventory (TRI), the installations show the public that we are in fact reducing pollution and being good neighbors.

b. DISCUSSION: These fine installations have shown that P2 pays off in many ways:



(1) Anniston Army Depot (ANAD) is in the process of eliminating cadmium plating. How? By use of IVD aluminum and zinc plating. The depot reported 1,040 pounds of cadmium in 1994 and a grand total of zero pounds for 1996. ANAD won't rest on its laurels there. They are investigating High Velocity Oxygen Fuel as an alternative to hard chrome plating, and will be going to acid-based plating instead of cyanide. In 1994 the chemical they reported the most of was 1,1,1 trichloroethane. They reduced it by 81 percent from 1994 to 1996, replacing it with aqueous cleaners.

(2) Letterkenny Army Depot (LEAD) uses an aqueous cleaner in place of dichloromethane, reducing their TRI report from 9,800 pounds in 1994 to zero in 1996. By simply closing a vapor degreaser, they reduced their 1,1,1 trichloroethane emissions by 61 percent.

(3) Red River Army Depot (RRAD) eliminated phosphoric acid from their TRI report by a process of decanting acid corrosion-removing solutions into a holding tank, removing the sludge, and returning the solution to the original process. The depot also filters and recirculates cleaning solvent by installing a closed screen washer for silk screen racks. This washer reduced methyl ethyl ketone air emissions and RRAD reduced total usage by over 60 percent.

(4) Rock Island Arsenal (RIA) installed a chromium recovery system that reduced their reporting of chromium on the TRI from 17,000 pounds in 1994 to zero in 1996. RIA, RRAD, and LEAD installed mist eliminator pads on plating systems. LEAD reported 9,800 pounds of chromium compounds in their 1994 TRI report and a grand total of zero in 1996. Watervliet Arsenal switched from ethylene glycol to the less toxic propylene glycol for cooling gun tubes in their chromium plating operation.

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(5) Aberdeen Proving Ground completed the Asbestos Conversion Facility, which converts asbestos fibers into nonhazardous reusable solid waste.

(6) Dugway Proving Ground and Charles Melvin Price Support Center both started paper recycling programs, avoiding the expense of solid waste disposal and they will be drawing in money from the proceeds of selling the paper.

(7) Redstone Arsenal is among the installations who are starting to use computer programs to track hazardous materials and hazardous waste. Redstone's Hazardous Material and Waste Management System will aid in meeting the material and waste reporting requirements and will reduce acquisition and usage of materials by installation-wide access of the computerized data base.

(8) Yuma Proving Ground has joined with the state, industry and other military installations in Arizona in Partners for Pollution Prevention. The goal of the partners is to share P2 opportunities and remedies that other members could implement.

c. POC: K. LaFrenz/AMXEN-U/DSN 793-8263.

2. SUBJECT: A "Closed Loop" Re-refined Oil Program is coming!

a. ISSUE: How would you like to purchase re-refined oil and have your old oil picked up at the same time?

b. DISCUSSION:

(1) This progressive new program called Closed-Loop involves re-refined oil with an added value -- when customers order re-refined oil from Defense Supply Center Richmond (DSCR), they will have pick-up of their used oil included as part of the service provided by the DSCR contractor. This is a great benefit to the installations who now have to deal with cumbersome disposal contracts, contract administration, delinquent contractors, environmental concerns surrounding disposals, and additional costs for disposal of used oil. In many instances, installations are paying for pick-up of their used oil. A Closed-Loop program will help the customers as it will stop them from having to pay twice - once for buying re-refined oil and again for disposing of it.

(2) The DSCR "Closed-Loop" program will do away with the need for separate contracts for disposing of used oil and with the hassle of administering such contracts, take environmental burdens off you and save you money.



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(3) Although still in the beginning stages, DSCR intends to offer 10W30 and 15W40 IAW Commercial Item Descriptions, and 15W40 IAW Military Specification Mil-L-2104. Another added advantage to this program will be the introduction of bulk deliveries in addition to the already established packaged offerings. This will give you more options.

(4) Also, it is important to note that this program will specify that the used oil will go to a re-refiner for re-refining, vice to a burner. Although some bases currently “sell” their used oil to burners or simply burn in their own facilities, we believe that this is not really recycling. Burning used oil is not recycling and preventing waste. Once oil is burned, you can’t use it again. On the other hand, re-refining oil presents an indefinite recycling loop and therefore recycles this valuable product. It does this in two ways. First, the base stock oil is refined back to its original status and can be used again and again. Secondly, the “bottoms” removed during this refining process can be used in asphalt blends. Every effort is for maximum recycling during the re-refining process.

(5) The United States Postal Service (USPS) and the National Park Service already participate in a closed-loop program with private industry and the USPS won the prestigious White House Closing the Circle Award for its use last year. We believe now’s the time for AMC installations and activities to join up, too.

(6) To get on the mailing list for re-refined oil and the Closed-Loop Program, please email or call Mrs. Robin Champ at DSCR: email rchamp@dscr.dla.mil or phone (804) 279-4908/DSN 695-4908.

c. POC: K. LaFrenz/AMXEN-U/DSN 793-8263.

3. SUBJECT: Audit your USTs.

a. ISSUE: Did you do your underground tank audit yet?

b. DISCUSSION:



(1) The ACSIM has asked for an audit of all underground tanks by 12 Dec 97. The purpose of the audit is to make sure the AMC installations will be in full compliance by the 22 Dec 98 deadline for the new underground tank requirements.

(2) When performing your audit, please dig into your files and make sure you have paperwork to support that the contractors performed the installation properly, paying particular attention to the spill and over-fill protection, leak detection, and

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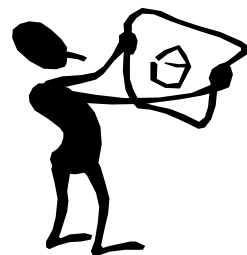
corrosion protection devices. A few installations we visited did not have documentation that showed the certification of the cathodic protection devices. Some installations had a difficult time running down the “as-built” or site drawings. Often, the specifications gave several choices or ranges, whereas the “as-built” drawings show exactly how the tank was installed. Also, verify that your closure reports are complete, for the tanks that you removed. Keep closure reports for at least 3 years.

(3) After the 22 Dec 98 deadline, we expect the state and environmental regulators will be inspecting the underground tank programs more intently. You’ll be one step ahead of the regulators if you’ve already ensured you have the drawings and certifications on hand. If you have any questions or need a hand, let us know.

c. POC: K. LaFrenz/AMXEN-U/DSN 793-8263.

4. SUBJECT: National Environmental Policy Act (NEPA) - Lest we Forget.

a. ISSUE: Installations lack Environmental Assessments (EA) for programs that may affect the natural environment; Natural Resources Programs, Pesticide Programs, Asbestos Programs, etc.



b. DISCUSSION:

(1) These programs have been in effect and beneficial for years, and with proper management will be around for many more years. However, to determine if our management of these programs is having little or no impact on the natural environment, we need to complete a NEPA analysis and document our results with an EA (or if impacting significantly an (EIS) is required). Impacts identified in a NEPA document include both detrimental and beneficial.

(2) In the case of the above mentioned programs, we would hope that the impacts would be beneficial. However, should detrimental impacts be identified, the NEPA process may then help us to rethink our management methods and find a better way of taking care of our resources, or managing our asbestos, or our pest problems (vegetation, insects, mammals, birds, etc.). These program NEPA documents can then be referenced in other NEPA analysis for planned actions to help identify potential cumulative impacts.

(3) Unfortunately not all of our programs have been evaluated for impacts. The resolution is simple:

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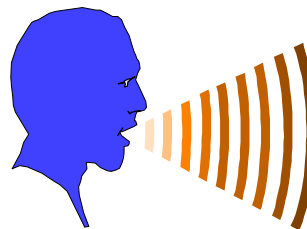
(a) If you don't have a NEPA document (EA/EIS/or your program is covered in your Installation-wide EA/EIS) - prepare one;

(b) If you currently have a NEPA document for these programs, ensure you review it when the program plans are due for an update to verify whether current operations under your program plan are identified accurately in your NEPA document (updates are due annually for Pest Management Plan, and every 5 years for your Natural Resources Plan).

c. POC: M. Moffitt/AMXEN-U/DSN 793-5040.

5. SUBJECT: Coordination with Regulatory Agencies and the NEPA Process.

a. ISSUE: The Environmental Compliance Assessment System (ECAS) revealed that installations are not consistently consulting regulatory agencies for issues in their NEPA documents and/or not documenting the coordination efforts.



b. DISCUSSION:

(1) If any proposed action has the potential to impact a Threatened/Endangered (T&E) species (flora/fauna) or cultural resources (including historic properties), then you must contact the appropriate regulatory agencies for the proper consultation/coordination efforts to make the determination of level of impact to those species/resources. If you have not completed your inventories/surveys to determine whether or not you have any T&E species or cultural/historic resources, then coordination with these agencies is even a higher priority. Ignorance is no excuse when it comes to complying with the law (impacting these valuable resources). Not only are you complying with NEPA when you coordinate with these agencies, but you are also complying with the Endangered Species Act and the Historic Preservation Act (consultation is required for any action that may impact T&E and cultural/historic resources).

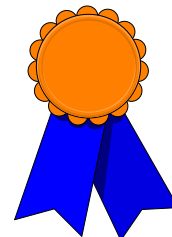
(2) Don't forget coordination with other Federal agencies with jurisdiction by law or special expertise (U.S. Environmental Protection Agency, State, other DOD agencies). This process ensures a more holistic approach to your entire environmental program. Another important factor that ECAS reviewers noted is that coordination/consultation reportedly happening at the installations was not documented. We cannot stress enough the importance of documentation in NEPA analysis to support your

AMC I&SA FY 97 LESSONS LEARNED (cont)

statements of impact (no impact, little impact, significant impact). Resolution; include a memo from the agency with their official opinion, document telephone calls, include e-mail messages, faxes, etc.

c. POC: M. Moffitt/AMXEN-U/DSN 793-5040.

6. SUBJECT: Elimination Plans for Ozone Depleting Chemicals (ODCs).



a. ISSUE: In accordance with the Montreal Protocols, production has ceased for all class I ODCs. This includes the common refrigerants R-11, R-12, R-113, R-114, R-500, R-502, R-503, and all the Halons. As supplies of these chemicals dwindle, installations will find it increasingly difficult and expensive to maintain equipment using these ODCs. Also, Program Managers of critical weapon systems will have difficulty assuring adequate supplies of halons to support their associated fire suppression systems.

b. DISCUSSION:

(1) Army guidance has established an ambitious goal of eliminating all class I ODCs from installations by the end of FY 03. Commander's responsibilities include establishing inventories of ODCs on their installation (including tenants) and developing ODC Elimination Plans to meet the goal. Weapon system PMs, Army/Air Force Exchange Service (AAFES), and Commissaries will develop their own ODC plans, but the installation plans must address all else.

(2) The ODC Elimination Plan will begin with halon, refrigerant, and solvent inventories, and describe conservation and management efforts as well as assessments, prioritizations, and eventual disposal actions. Efforts will require coordination between fire, public works, and manufacturing personnel on the installation. Identified project requirements are eligible for inclusion in the Environmental Program Requirements (EPR) Report (formerly OMB A-106). Primary guidance for developing the installation ODC Elimination Plan comes from the Army Acquisition Pollution Prevention Support Office (AAPPSSO). Their comprehensive "Strategic Guidance and Planning" document is available from AAPPSSO's contractor, Ocean City Research Corp., at 703 212 9006.

c. POC: D. Mueller/AMXEN-U/DSN 793-8258.

AMC I&SA FY 97 LESSONS LEARNED (cont)

INSTALLATION LOGISTICS

1. SUBJECT: Management of Change (MOC) Window Processing Period.

a. ISSUE: Some installations are not entering comments for Tables of Distribution and Allowances (TDA) changes.

b. DISCUSSION: During the MOC window you must enter comments after you run a comparison of the approved versus the proposed documents in the AMC Automated Manpower Management Information System. These changes must provide an explanation for each change, addition, or deletion and this is especially critical for paragraph changes. We have a very short timeframe in which to process all TDAs in AMC and when you do not enter comments, delays in processing time occur.

c. POC: N. St. Clair/AMXEN-E/DSN 793-6334.

2. SUBJECT: Equipment Utilization Management Plan (EUMP).

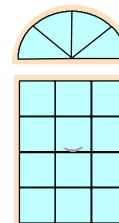
a. ISSUE: Some installations are not following their EUMP.

b. DISCUSSION: The objective of the EUMP is to obtain optimum use and efficient management of equipment in order to meet mission requirements with the minimum of equipment. The EUMP gives you the capability of designing your own plan to meet the needs and mission of your installation. Once we approve your EUMP, you must follow that plan. If requirements change or you wish to revise your EUMP, submit the changes to us for approval. Use AR 71-32, 3 Mar 97, Force Development and Documentation-Consolidated Policies, Appendix G, as a guide in preparing your EUMP.

c. POC: P. Grobe/AMXEN-E/DSN 7793-3482.

3. SUBJECT: Interservice Support Agreements (ISSAs).

a. ISSUE: Host installations are not adequately reimbursed by tenant activities.



AMC I&SA FY 97 LESSONS LEARNED (cont)

b. DISCUSSION:

(1) Installations do not review and update ISSAs regularly. The impact of this on installation base operation funding reimbursement for services and products is insufficient to cover the cost of operations. As a result, the installation runs out of money and cannot maintain the expected levels of support to the tenants.

(2) Sometimes the establishment of flat rates, a method of simplifying accounting, sets the rates too low. The motivation for this may stem from a desire, on the part of management, to make the installation as attractive as possible to customers. The flat rates do not accurately reflect the true cost of doing business when compared to actual expenses. Installations should review their ISSAs regularly and modify them, as necessary, to keep a positive or at least neutral cash flow.

c. POC: M. Morris/AMXEN-E/DSN 793-8301.

4. SUBJECT: Property Book (PB) Reconciliation.

a. ISSUE: Installations are not reconciling authorization documents with PB authorized allowances.

b. DISCUSSION:

(1) An annual reconciliation between the PB and applicable authorization documents is mandatory. This includes all authorization documents, not just those contained in the TDA. The Property Book Officer (PBO) must sign a statement attesting to the annual reconciliation, IAW AMC Supplement 1 to AR 710-2, 24 Aug 95, Supply Policy Below the Wholesale Level. The PBO will forward this statement to the Commander or designated representative to acknowledge the reconciliation in writing and file it with the statement of responsibility.

(2) It is extremely important to reconcile the TDA with the PB to ensure documentation of only the minimum equipment, the equipment needed to accomplish the mission is on hand or on order, and the correct authorization of equipment. The TDA supports the Unique Item Tracking, Continuing Balance System-Expanded, Total Army Equipment Distribution Plan, and Total Asset Visibility. HQDA and AMC rely on these programs for reporting and programming purposes, as well as management tools; therefore, it is imperative that the data is correct and kept up to date.

c. POC: N. St. Clair/AMXEN-E/DSN 793-6334.



AMC I&SA FY 97 LESSONS LEARNED (cont)

5. SUBJECT: DA Form 2408-9, Equipment Control Record.

a. ISSUE: Installations are not submitting DA Forms 2408-9 within the required timeframe.

b. DISCUSSION: You must forward these forms within 10 working days to AMC I&SA, ATTN: AMXEN-E, following acceptance, transfer, gain, national stock number redesignation, or loss of reportable equipment. We maintain an inventory of mobile equipment within AMC and the DA Form 2408-9 is mandatory for this process. We use this inventory to plan, coordinate, redistribute serviceable assets, program replacements, and for utilization efforts between the MACOM and the National Inventory Control Point (NICP).

c. POC: L. Emerick/AMXEN-E/DSN 793-8322.

6. SUBJECT: Equipment "Want" List.

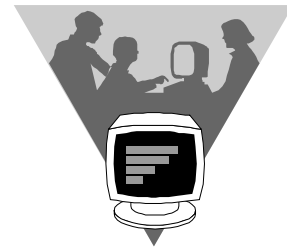
a. ISSUE: Installations are not taking advantage of our equipment "want" list.

b. DISCUSSION:

(1) Since there is a definite lack of funds for new procurement of equipment at installations, redistribution of assets is a main concern. We sent a memorandum to all installations requesting a review and submission to us of justifiable current and projected equipment requirements that are either PB accountable or non-accountable items.

(2) After determining valid requirements, we place these items on a "want" list. In addition, we also include equipment reported excess on this list and we use it to place equipment at installations prior to advertising the items on our excess list. These items are free issue except for shipping charges, packing, crating, and handling costs, if applicable. It is very important to make your requirements known as soon as possible and notify us upon delivery of equipment.

c. POC: J. Johnson/AMXEN-E/DSN 793-8324.



7. SUBJECT: Lifting Hooks.

AMC I&SA FY 97 LESSONS LEARNED (cont)

a. ISSUE: Various installations did not remove paint from lifting hooks or did not conduct annual nondestructive testing on hooks.

b. DISCUSSION:

(1) You should remove paint from hooks prior to placing lifting devices into service. Paint on hooks can hide small cracks that could lead to failure of the hook. In accordance with TB 43-0142, 30 Aug 93, Safety Inspection and Testing of Lifting Devices, you should conduct nondestructive testing annually on all hooks attached to cranes and hoists lifting over 1,000 pounds.

(2) Within AMC hooks on cranes and hoists, 1,000 pounds or less, will have a visual periodic inspection by organizational maintenance personnel. You may supplement the visual inspection with a magnetic particle or other nondestructive type testing whenever apparent conditions indicate the need for more in-depth inspection.

c. POC: G. Gray/AMXEN-E/DSN 793-8300.

8. SUBJECT: Maintenance Work Orders.

a. ISSUE: Several installations do not perform maintenance in a timely manner.

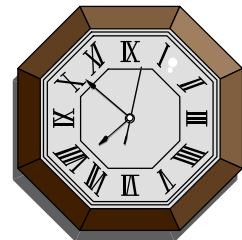
b. DISCUSSION:

(1) Work orders at several installations reflected scheduled maintenance was due during an assigned month; however, the individuals performed the actual maintenance after the due date. This practice could cause a quarterly/semi-annual scheduled maintenance to become due at the same time as an annual. When this occurred, you performed the annual maintenance to reset the schedule, canceling all past due work orders.

(2) Lack of required maintenance leads to poor equipment performance. Monitor the past due list to assure you complete the scheduled maintenance during the scheduled time frame.

c. POC: J. Fox/AMXEN-E/DSN 793-8323.

9. SUBJECT: Nontactical Vehicles (NTVs).



AMC I&SA FY 97 LESSONS LEARNED (cont)



a. ISSUE: The reporting of excess NTVs requires improvement.

b. DISCUSSION: Some of our installations are reporting excess NTVs directly to the NICP, requesting disposition instructions. You must report all excess NTVs through your MSC to us, ATTN: AMXEN-E, regardless of the condition. The AMC-R 755-9, 13 Dec 90, Redistribution and Acquisition for Excess Installation Equipment, provides instructions on reporting NTVs and all other types of mobile equipment in appendices A through F. You should review this regulation and familiarize yourself with these procedures.

c. POC: D. Fuglsang/AMXEN-E/DSN 793-8361.

10. SUBJECT: Emergency Vehicle Training.

a. ISSUE: Some installations are not providing emergency vehicle training.

b. DISCUSSION: All emergency vehicle operators within DA must complete an emergency vehicle training program before assuming operator duties, and every 3 years thereafter. This training should also include any additional local and state requirements. The individual's OF 346, U.S. Government Motor Vehicle Operator's Identification Card, and DA Form 348, Personal Qualification Record, validates this training. The AR 600-55, 31 Dec 93, The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing), lists the areas requiring training and where to obtain this special training material.

c. POC: C. Mecham/AMXEN-E/DSN 793-8321.

11. SUBJECT: Defense Property Accountability System (DPAS) Releases Information.

a. ISSUE: Activities are not aware of changes in DPAS.

b. DISCUSSION: The main menu in DPAS contains an option "Release Information" that provides changes to the system. Reading this data will inform you of current or upcoming changes and the Equipment Manager and PBO can take any necessary action to make appropriate changes to local procedures.

c. POC: P. Grobe/AMXEN-E/DSN 793-3482.

AMC I&SA FY 97 LESSONS LEARNED (cont)

12. SUBJECT: Logistics The Army Authorization Documentation System (LOGTAADS) and DPAS Interface.

a. ISSUE: The data furnished to DPAS from the LOGTAADS file is not current.

b. DISCUSSION: The DPAS Release 6.00.00 provided the Army DPAS user the ability to automatically post TDA authorization data to the PB authorization files. The AMC Equipment Managers and PBOs input TDA authorization changes directly to their DPAS records using information obtained from their current TDA. The data in LOGTAADS is not up to date, so by running the LOGTAADS Batch Program (DPTT1301), the existing data in DPAS is fed obsolete information. We do not recommend using the LOGTAADS Batch Program in AMC.

c. POC: M Morris/AMXEN-E/DSN 793-8301.

13. SUBJECT: Communications.

a. ISSUE: Installation supply staffs did not always communicate with interfacing organizations.

b. DISCUSSION:

(1) We often find that communication and coordination with customers, NICPs, MSCs, and other installations need improvement. Coordination and communication with our counterparts in other organizations can make everyone's job much easier. As we downsize and try to find inventive ways to do business, communication becomes more critical.

(2) We all need to enter into a partnership to improve supply operations throughout AMC. A simple phone call may save you hours of work and can make each day more productive.

c. POC: R. Monn/AMXEN-S/DSN 793-6879.



AMC I&SA FY 97 LESSONS LEARNED (cont)

14. SUBJECT: File Accuracy Between Systems.

a. ISSUE: Installation staffs did not always reconcile supply transactions with other installation systems.

b. DISCUSSION:



(1) We find there is an urgent need to emphasize the timeliness and accuracy of logistics, contracting, and financial transactions. The increasing complexity of logistics processes make it far more difficult to detect and correct errors. Timely detection and correction of errors becomes more important as we streamline our business processes. The supply support activity must take aggressive steps to improve the accuracy of transactions and to detect and correct errors as early as possible.

(2) It is essential to routinely perform the required files maintenance and reconciliation among logistics, contracting, and finance. Our standard AMC systems provide the management reports to help with this reconciliation. With smaller staffs we must ensure timely correction of errors. All areas responsible for customer support, whether it is acquiring/ issuing supplies or keeping track of their dollars, must work closely to resolve discrepancies so we can continue to build on a winning tradition.

c. POC: R. Monn/AMXEN-S/DSN 793-6879.

15. SUBJECT: Cataloging Resources.

a. ISSUE: Catalogers are using outdated catalog references.

b. DISCUSSION:

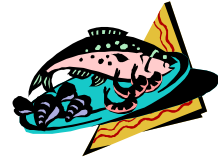
(1) Accuracy of catalog records is dependent on the source used to acquire them. Using outdated versions of catalog references results in incomplete or inaccurate identification of assets.

(2) Catalogers should request current reference material to aid their research of stock numbers and manufacturers' information. The Defense Logistics Services Center (DLSC) publishes monthly updates of FEDLOG (name of a compact disk based reference file). Recent enhancements of FEDLOG make accessing the Federal Logistics Information System, as well as Army unique data, easier and quicker. The FEDLOG consists of four CD-ROMs used simultaneously for the most efficiency.

c. POC: B. Kilpatrick/AMXEN-S/DSN 793-8317.

AMC I&SA FY 97 LESSONS LEARNED (cont)

16. SUBJECT: Subsistence Prime Vendor.



a. ISSUE: Subsistence prime vendor is complete in AMC.

b. DISCUSSION: The subsistence prime vendor program implementation under the Defense Personnel Support Center is complete within AMC. Implementation was successful at all installations. One installation without food service automation required special handling by the DPSC. It is now fully operational. All installations are extremely satisfied with the back door just-in-time deliveries. They enjoy the improvement of quality of semiperishable and perishable items. Soldiers are enjoying greater varieties and fresher products as a result of this program.

c. POC: J. Taylor/AMXEN-S/DSN 793-8365.